
Personnel Cabinet

Office for Employee and
Organizational Development

COURSE CATALOG 2006





Ernie Fletcher
Governor

Personnel Cabinet
Office for Employee and Organizational Development
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Dr. Penny Armstrong
Executive Director

Dear State Government Team Member:

As our nation approaches the universal challenge of a global economy, Kentucky will be faced with an unprecedented emphasis on improved quality and value in goods and services that will require a renewed commitment to educating and training the workforce. While fiscal restraints may require state and local governments to do more with less, we must anticipate and meet future challenges with increased effectiveness, innovation, and creativity.

The Office for Employee and Organizational Development offers employees training and professional development necessary to achieve these goals. Not only is the Office for Employee and Organizational Development committed to promoting individual growth, but the agency has revitalized efforts to assist organizations as a whole. I encourage you to take advantage of these courses and organizational consulting opportunities.

Please contact the Office for Employee and Organizational Development for assistance and support as you seek to enhance your knowledge and skills and your organization's performance.

I am proud of your personal dedication to continual improvement in services to the Commonwealth as we move confidently and competently toward the future.

Sincerely,

*Penny R. Armstrong, Ed.D.
Executive Director
Office for Employee and Organizational Development*

Agency Mission

The Office for Employee and Organizational Development (OEOD) mission is to provide quality services in training, consultation, performance management, and organizational development that help the individuals and agencies of Kentucky state government continuously improve their performance and meet the challenges of the future.

Our core values are being committed to the professional delivery of innovative, quality-driven, customer-focused services through vision, leadership, and teamwork.

We aspire to be:

Recognized as a leader in the development of human resources in the public sector.

Entrusted by state leaders to develop and deliver quality, competency-based training services that meet both individual and agency needs.

Trusted by customers to have a highly capable and dedicated staff that provides the best benchmark practices in training, consultation, performance management, and organizational development.

Committed to assisting new leaders in setting priorities and reaching their goals while maintaining a steady course in fulfilling our historical mission.

Recognized for embracing reasonable risk-taking by both customers and staff as a means to improve services.

Respected and acknowledged for fostering efficacy by enabling people, instilling confidence, promoting research, and nurturing change.

About This Catalog

The Office for Employee and Organizational Development is pleased to offer you the personal and professional development opportunities outlined in this catalog. The courses listed have been improved and expanded to meet your training and development needs and those of your agency. They are presented on a regular basis so you can strengthen existing skills and develop new ones that are necessary for success and an enriched career.

State government employees may attend any course listed in this catalog. The courses are found on pages 1 to 22 of this catalog.

Our courses are marked either Basic, Intermediate, or Advanced skill level as a guide for you. You will also notice letters next to the skill level. These letters represent the competencies covered by the course. The competencies are:

Personal & Organizational Integrity—**POI**

Managing Work—**MW**

Leading People—**LP**

Developing Self—**DS**

Systemic Integration—**SI**

Public Service Focus—**PSF**

Change Leadership—**CL**

For more information on these competencies, please read pages 27-28 in this catalog.

If a particular course which would be beneficial to you is not offered in this catalog, please let us know. The Office for Employee and Organizational Development welcomes suggestions and requests and will act on them as resources and interest levels dictate.

Accessibility

The Office for Employee & Organizational Development (OEOD) is located on the fourth and fifth floors of the Julian Carroll Academic Services building on the Kentucky State University campus in Frankfort. Parking is provided for participants with a permit being available when they attend their workshops. Designated parking spaces are also available for persons with the required accessible parking permit. The main access ramp is located on the southwest of the building with a secondary ramp being located on the east side. Due to the remote location of the secondary ramp, it is not recommended for use.

Accessible restrooms are located on the fifth floor of the Academic Services where OEOD classes are located. Water fountains are located on each floor. Telephones for local calls are available for OEOD participants.

OEOD provides, upon request, reasonable accommodations including auxiliary aids and services necessary to afford an individual with a disability to participate in all services, activities, and programs. To request reasonable accommodations, including materials in an alternative format, contact Jamille Smith, 502-564-8170. Persons with hearing and speech impairments may contact OEOD by using the KY Relay Service, a toll-free telecommunication device for the hearing impaired (TDD). For voice to TDD, call 1-800-648-6057. For TDD to voice, call 1-800-648-6056.

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Professional Skills

Business Writing Basic Skill—LP

The goal of this course is to communicate your ideas so clearly that you cannot possibly be misunderstood. You will explore basic formats for memos, letters, and email messages. You will learn to avoid clichés, jargon, sexist language, and misplaced modifiers. You will learn to use active and passive voice appropriately and the rules for abbreviations and capitalizations. Best of all, you will have the opportunity to practice writing letters and memos in exercises.

Target Audience: All employees who write or edit letters and memos

Course Length: 1 day (6.5 hours)

Career Management Basic Skill—DS

Many times people choose a career for all the wrong reasons and find their responses to the workplace are incompatible with their true values. This workshop will help you understand yourself and your career goals better. It will help you define your values and give you the skills necessary to manage your career more effectively. You will be able to think through your career options and take steps toward your ultimate goals.

Target Audience: All employees

Course Length: 1/2 day (3.5 hours)

Customer Service

Basic Skill—PS

Have you ever vowed never to use a product or service again because of poor customer service? Put yourself in the customer's shoes and evaluate the service your agency provides. Would you be happy with it? Participants will learn how to develop an obsession for service and how to treat people like VIPs. Included are how to identify your customers, improve telephone techniques, email etiquette, build goodwill, and how to handle complaints and angry customers. This workshop will help you and your agency identify ways to improve customer service while increasing effectiveness.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Effective Meetings

Basic Skill—LP

Ever feel like you're a victim of death by meetings? Or that the meeting was a waste of your time? How about you were unprepared for topics of discussion because you didn't know what the meeting was about? This course will equip you with basic tools for conducting productive and effective meetings. You will learn how to prepare for a meeting, conduct a meeting and then follow up to ensure good results. You will also learn how to assign roles for participants in your meetings so they come prepared and ready to participate.

Target Audience: All employees

Course Length: 1/2 day (3.5 hours)

Professional Skills

Facilitation Skills **Intermediate Skill—LP, MW, CL**

The workshop is designed for individuals with limited or no experience in facilitating groups. Persons who regularly facilitate groups may also find additional techniques to add to their facilitator's toolbox. You learn about tools to help teams, groups, and meeting leaders organize thoughts, interests, and processes for achieving "group" goals. During the workshop, you have the opportunity to apply the tools learned.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Presentation Skills **Basic Skill—DS, LP**

Do you feel confident when you make an oral presentation? Many people do not and want to develop the poise, confidence, and ability to become more effective speakers. This course takes you through the preparation, rehearsal, and delivery of a speaking presentation. Participants practice speaking techniques in a non-threatening atmosphere of mutual learning. You will learn how to organize your ideas, improve your delivery skills, and develop supporting materials to enhance your presentation.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Professional Behavior

Basic Skill—DS, POI

Behavior, attitude, speech, dress and nonverbal behavior are elements of a professional image, an important factor in job success. Learn about the power of a good first impression and how to create one. Examine what managers have identified as image makers and breakers. Explore techniques for projecting confidence and power through your speech, non-verbals, dress, and attitude. Develop a strategy to enhance your professional behaviors.

Target Audience: All employees

Course Length: 1/2 day (3.5 hours)

Train-the-Trainer

Basic Skill—DS, LP

This workshop teaches basic skills needed to be an effective trainer using learning styles, training styles, and training design. You receive individual consultation from our trainers to ask specific questions about problems you anticipate as trainers. You are videotaped and receive feedback on your performance. Everyone presents a short (15 minute) training segment on the second day. You need a topic for training and a blank videotape if you would like to keep a copy of your training event.

Target Audience: All employees

Course Length: 2 day (13 hours)

Interpersonal Skill Building

Assertiveness Skills **Basic Skill—SD, LP**

How often do you say “yes” when you want to and should say “no”? Do you passively set aside your own needs or aggressively push others around? Whatever your answer, you can develop more effective strategies to interact with others. This course will help you recognize and respond to negative and manipulative behaviors in others. You will learn and practice assertive and responsive behaviors to defend yourself by reacting appropriately. You will also learn to express anger and disagreement without being hostile or alienating others.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Managing Work Relationships **Basic Skill—MW, DS, POI**

Have you ever thought “That person is driving me crazy!” Have you ever felt misunderstood by others around you? We all have our own unique ways of doing things and relating to others. This course will help you learn how to increase your effectiveness and reduce frustrations in working with other people so that everyone benefits. You’ll gain an understanding of behavior and gain insight into the behaviors of others, determine your own preferred behavior style and its strengths, and develop strategies to meet diverse communication needs.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Communication Skills

Basic Skill—DS, LP

Few of us communicate as well as we can. In this course, you will discover your preferred communication style and examine styles others use. By discussing strengths and weaknesses of each style, you will increase your ability to assess the needs of the situation and to apply the most effective style. Gain insight into the important roles of nonverbal cues in interpersonal communication. Learn the power of active listening and effective communicating in groups and organizations. Individual and group exercises will give you practice in developing your communication skills.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Conflict Management

Basic Skill—POI, MW, LP

Conflict is inevitable and each of us will encounter it from time to time. This course identifies five basic approaches for dealing with conflict and defines the circumstances in which each is most effective, based on Thomas-Kilman Conflict Modes. You will identify your personal style and learn how to use each of the five styles appropriately. You will also learn a step-by-step approach to work through conflict when it's between you and another person.

Pre-requisite: Managing Work Relationships

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Interpersonal Skill Building

Coping With Difficult Behaviors **Basic Skill—POI, LP, MW**

In a perfect world, everyone would understand their own behaviors and temporarily flex to each other to cooperate at all times. But we live in the real world, where behaviors are sometimes difficult or in conflict with each other. You will learn how to recognize these behaviors and how to manage your reactions to them. Based on the work of Dr. Robert Bramson, you will identify difficult behavior types and strategies for dealing with them. You will also gain insight to your own behavioral triggers and how you can preempt your emotional response.

Pre-requisite: Managing Work Relationships

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Working Through Change **Basic Skill—MW, POI**

Every individual, team, and organization today faces a constant variety of major and minor changes. Change is a journey that flows through a series of phases (denial, resistance, exploration, commitment) as people come to terms with the change. This course will help you to understand your own reactions to these changes so that you can move more quickly, completely, and effectively through the change process.

Target Audience: All employees

Course Length: 1/2 day (3.5 hours)

Structured Behavioral Interviewing **Intermediate Skill—SI, MW, LP**

While decisions are based on the interview, key questions may be overlooked. This workshop helps those responsible for interviewing learn techniques that make the selection process a more positive and productive experience. Emphasis is placed on development of specific job-related interview questions based on the interviewee's past performance and behavior. You need to bring a sample job description to help in developing interview questions when you attend this workshop.

Target Audience: Managers, supervisors, and any employee responsible for interviewing candidates for job positions

Course Length: 2 days (13 hours)

Coaching for Performance **Intermediate Skill—LP, SI**

Coaching is all about encouraging, correcting and challenging your team. It's as simple as noticing how your team is performing, and then letting them know you notice. In other words...Coaching is the process of letting people know that what they do matters to you.

Realistic role plays covering a variety of topics - from getting good work repeated, correcting poor work in a positive way, dealing with employees poor personal habits, and tools for turning a dead-end performance around - make The Practical Coach an everyday guide to using good judgment and caring about each member of your team.

Target Audience: Managers and supervisors

Course Length: 1 day (6.5 hours)

Managerial Skill Building

Employee Development Intermediate Skill—LP, SI

Up Is Not the Only Way. Promotions aren't the only means of achieving job satisfaction. Internationally known career consultant, Dr. Beverly Kaye, dynamically opens viewers' eyes to the fact that a promotion is one of only six moves available for greater job satisfaction and career enhancement. Viewers also learn that greater opportunities within their job sometimes involve both the manager and the employee working together to plan a successful future.

Target Audience: Managers and supervisors

Course Length: 1/2 day (3.5 hours)

Fundamentals of Budgeting Basic Skill—MW, POI, SI

This workshop is offered online or classroom. This workshop provides basic information on budgeting and the budgeting cycle for managers, supervisors, and staff. Both an online class and a classroom version of this class are available, and you may decide which one you would rather take.

Target Audience: Managers and supervisors

Course Length: 1 day (6.5 hours)

Introduction to Supervision

Basic Skill—SI, POI, MW

Congratulations! You just got promoted to supervisor...now what? This course will help you identify critical skills performed by a supervisor, as well as help you transition from co-worker to boss. You will also be given the opportunity to plan your professional development as a supervisor.

Target Audience: New managers and supervisors with 3 months of experience or less

Course Length: 1 day (6.5 hours)

Performance Management

Basic Skill—MW, POI

This course helps you learn to participate in successful performance evaluations by developing/recognizing performance goals that meet SMART criteria and using appropriate coaching techniques as well as what you can do to avoid litigation ‘landmines’ while managing employees. You will learn several possibilities for discipline that you can discuss with your Human Resource professional and General Counsel.

Target Audience: Managers and supervisors, but open to all employees

Course Length: 1 day (6.5 hours)

Managerial Skill Building

Performance Matters Basic Skill—MW, POI, LP

This training is mandated by law for all supervisors who complete performance evaluations unless it is provided by your agency personnel. This course will inform you of timeframes when evaluations and interims must be completed by, how to complete the evaluation, required signatures, and rating system. The second half of this course will cover SMART expectations, progressive coaching skills, avoiding litigation landmines, and progressive discipline

Target Audience: Managers and supervisors

Course Length: 1 day (6.5 hours)

Managing Human Resource Systems Basic Knowledge—Presentation

There are two components: the online portion and one day in the classroom. In the online portion, participants learn about the merit system and its history, the laws and regulations that govern the main personnel system for state employees, the importance of positive coaching, and the progressive discipline process. The day in the classroom is spent listening to and sharing with speakers about KY Employee Assistance Program (KEAP), KY Employee Mediation Program, executive branch ethics and other personnel issues.

Target Audience: All employees

Course Length: One online component and 1 day classroom

Team Building

Basic Skill—MW, LP, DS

Achieving teamwork and cooperation is a must for organizations. This involves human resource skills -- recognizing and utilizing the personal attributes of each individual and his or her role on the team. This workshop brings together co-workers to learn ways to enhance team effort, evaluate your organization, and develop plans for improvement.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Workplace Compliance

Executive Branch Ethics Basic Skill—POI, PSF

Presented by the Executive Branch Ethics Commission, this workshop is for all executive branch employees. Employees participate in advisory opinion activities in order to learn the "ethical" definition of what is legal and what is not. You will understand how to recognize conflict of interest, what to do and not do, and about employment after leaving state government.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Sexual Harassment Prevention Basic Skill—POI, DS, MW

Participants learn the legal definition of sexual harassment, two types of sexual harassment, to recognize potential sexual harassment situations/issues, things to do to help lessen the chance of sexual harassment, how to file a claim, claim procedures, and state policy regarding sexual harassment. Participants view the video, "It's Not Enough To Know Better".

Target Audience: All employees

Course Length: 1/2 day (3.5 hours)

Violence in the Workplace

Basic Skill—POI, MW

Incidents of workplace violence have become so common that only the most shocking now make national news. Yet most supervisors still deny the possibility that such a catastrophe could occur in their own workplace or, worse yet, could be caused by one of their employees. This workshop is designed to make you more aware of the issues related to workplace violence and to give you some tools to help recognize, defuse, and prevent it. You learn common causes of violent and aggressive behavior, the destructive results that even mild forms of aggression can create, and the warning signs of those who might pose a risk to a safe, secure workplace.

Target Audience: All employees

Course Length: 1/2 day (3.5 hours)

Ethical Decision Making

Basic Skill—POI, PSF

How do you make better ethical decisions at work? Just because a particular choice is legal does not make it right. Seeing legal compliance as the end of ethics rather than the beginning can lead to poor decision making. Compliance is essential, but it's not enough. This workshop will present an easy to apply three-step process that will help employees at all levels make better ethical decisions.

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Organizational Behavior

Assessing Organizational Performance **Intermediate Skill—LP, SI, MW**

The goal of this workshop is for participants to be able to measure the performance of their units, programs, and services in order to continuously improve their organization. You will be able to: describe the organization performance sequence chart, identify performance indicators and performance data, define the criteria for an effective performance measurement system, create an outcome sequence chart, and describe the major uses of organization performance information.

Suggested: Attend Process Improvement and/or Quality Concepts prior to this workshop

Target Audience: Managers and supervisors

Course Length: 1 day (6.5 hours)

Leading Organizational Transition **Advanced Skill—CL, SI**

What will it take to bring your organization success over the next decade? Pressures to change will only increase. The need is critical for leadership to make change happen. This course will provide an eight-step process that every company must go through to achieve its goals. It will also identify eight errors where most often derail in their attempts to foster change. You will develop an action plan for back-on-the-job application.

Pre-requisite: Managing Organizational Change

Target Audience: Agency leaders

Course Length: 1 day (6.5 hours)

Managing Organizational Change **Intermediate Skill—CL**

Successfully managing change requires an understanding of the change process and its effect on people. This workshop helps managers effectively deal with both the human and organizational sides of change. Through group discussions, video examples and application exercises, managers will learn how to successfully implement an organizational change from the initial announcement through completion.

Suggested: Attend Working Through Change prior to this workshop

Target Audience: Managers and supervisors

Course Length: 2 days (13 hours)

Strategic Planning **Intermediate Skill—SI, MW, LP, CL**

Effective strategic planning can improve the chances for progress and success for an organization. It is a disciplined process that involves a team of people representing the total organization in making fundamental decisions about the future of the organization. The process helps you manage change, focus on the future, and achieve long-term, sustainable results. The goal of this workshop is to increase awareness of the value of strategic planning and to be better prepared to effectively contribute to agency and unit strategic planning efforts.

Target Audience: Managers and supervisors

Course Length: 1 day (6.5 hours)

Organizational Behavior

Work Teams **Intermediate Skill—MW, LP, DS**

Have a newly formed team or just want your team to work together better? This half day workshop will take the whole team and discover each person's personality, what that means to the team, who has which strengths, and how to work past differences to achieve synergy.

Target Audience: Intact teams only and by request

Course Length: 1 day (6.5 hours)

Leadership Development

Introduction to Leadership

Basic Skill—LP, DS, MW

This course helps managers with more than one-year experience develop fundamental leadership skills. Managers will learn to apply the principles of Situational Leadership II and be able to identify the benefits and procedures of effective delegation. This course will test your leadership assumptions, explore theories of management, and learn to identify appropriate tasks to be delegated.

Target Audience: Managers and supervisors

Course Length: 1 day (6.5 hours)

Practicing Leadership

Intermediate Skill—LP, DS, MW

This course looks more deeply into leadership styles and skills. You use this information to develop your self and managing resources. Practicing Leadership is a chance to practice assessing the developmental style of people and to use the correct leadership style from Situational Leadership. Participants will review Lawler and Deming points, practice decision making using a case study and goal setting.

Pre-requisite: Introduction to Leadership

Target Audience: Managers and supervisors

Course Length: 2 days (13 hours)

Leadership Development

Influential Leadership Intermediate Skill—DS, LP, MW

Leadership is an observable, learnable set of practices. It is not something mystical and ethereal that cannot be understood by ordinary people. Given the opportunity for feedback and practice, those with the desire and persistence to lead can substantially improve their abilities to do so. You gain an understanding of the five exemplary leadership practices identified by the book and receive feedback from your co-workers on your own strengths and areas for improvement in each of the five practices. **You must complete the Practices Inventory (PDF) before you attend this workshop.**

Pre-requisite: Practicing Leadership

Target Audience: Managers and supervisors

Course Length: 2 days (13 hours)

Leadership Communication Intermediate Skill—LP, POI, SI

Does your staff understand and act upon your ideas and changes? Is your message coming across to others in a clear and concise manner? This course will help you deliver a clear message, listen with purpose, and break through communication barriers and in return gain support for your ideas and vision with your staff.

Target Audience: Managers, supervisors and Agency leaders

Course Length: 1 day (6.5 hours)

Leadership Development

Introduction to Project Management Intermediate Skill—MW, LP, SI, PS

Projects are a way of life, in both technical and non-technical disciplines. Examples include management of human resources, finance, procurement of equipment, and implementation of strategic plans. This workshop offers practical advice along with a step-by-step approach for better managing projects. These tested, "in-the-trenches" techniques will help make the complex discipline of project management easier to understand and master.

Target Audience: All employees

Course Length: 2 days (13 hours)

Critical Thinking Skills

Creative Thinking Basic Skill—MW, CL, PSF

Do you want managers and employees to 'Think outside the Box' for breakthrough results at work?

This course will help you learn the difference between logical thinking and creative thinking, blocks to creativity, and how to creatively problem solve.

Target Audience: All employees

Course Length: 1/2 day (3.5 hours)

Problem Solving & Decision Making Basic Skill—PSF, CL, MW

Do you have to make “the right decision” at work? An array of problem solving situations, including group exercises and discussions, will challenge and enhance your decision-making capabilities and imagination. Instrumentation will help you identify your personal decision-making style and assess your flexibility. Participants decision making and brainstorming are among the techniques that will be introduced and explored. Discover a technique that major corporations, such as Disney World, use to elicit ideas and to involve all members of a team.

Target Audience: All employees

Course Length: 1 days (6.5 hours)

Process Improvement

Intermediate Skill—CL, SI, MW, PSF

This course focuses on business processes within an organization. A business process is defined as a set of recurring activities or steps that changes materials or information from one form to another in order to produce something of value for a customer. The workshop concentrates on major principles of "systems focus" - understanding how improvements in one part of a system or process affects other parts; "valuing people" - understanding that process improvement efforts focus on constant improvement of systems and not on blaming people; "fact-based decision making" - the need to make decisions based on data and to find root causes of problems; and "planned change" - making effective change requires a well developed plan, approach, and supportive leadership.

Suggested: Attend Problem Solving & Decision Making prior to this workshop

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Quality Concepts

Basic Skill—CL, SI, MW, PSF

This course emphasizes tools you can use when looking to improve your organization's processes. During this course you will learn different models to use when defining and improving your processes, quality tools to help map processes and improvements, how to measure performance, and why you should control variances.

Pre-requisite: Process Improvement

Target Audience: All employees

Course Length: 1 day (6.5 hours)

Certified Management Fundamentals (CMF)

The CMF certificate focuses on developing and enhancing competencies required for effectively improving personal performance and the performance of others.

The CMF certificate is appropriate for employees with the motivation to grow in their current jobs and the desire to assume even greater responsibilities.

To qualify to receive a CMF certificate, you will need to complete the list of courses below. Once you have successfully completed all courses, you can contact our office and we will verify your transcript. You will then be asked to complete an applied project encompassing all of your learning. (Please see “Applied Projects” for details.) When your project has been received and approved, you will then be issued the certificate of Certified Management Fundamentals.

CMF courses:	Date Taken:
– Managing Work Relationships	_____
– Conflict Management	_____
– Dealing With Difficult Behaviors	_____
– Effective Meeting	_____
– Business Writing	_____
– Communication Skills	_____
– Performance Management	_____
– Creative Thinking	_____
– Problem Solving & Decision Making	_____
– Introduction to Leadership	_____
– Managing Human Resource Systems	_____

There is no application process to receive the CMF certificate. **You will need to follow your agency’s guidelines for requesting enrollment into courses and then contact us once you have completed them all.**

Applied Projects

In order to be “certified”, participants must do more than simply attend training. They must also demonstrate that they have learned the information and that they can use the information to positively impact their work environments. Projects provide the format for documenting the application of learning back on the job.

Projects should illustrate application of learning that significantly impacts the performance of individuals, groups, or the organization as a whole. They should not be “make-up work”; rather they should provide evidence of your application of core curriculum knowledge, principles, theories, and techniques to current job responsibilities.

One approach to identifying a potential project is to realistically assess your own strengths and improvement opportunities as they relate to your current job responsibilities. You might ask yourself the following questions:

Am I taking full advantage of my strengths? If not, what have I learned that I can use to build on and enhance my strengths in the performance of my job?

What are my improvement opportunities? Are there recurring situations or problems that need attention? If so, what have I learned that I can use to address these situations or problems in new ways?

One project is required to receive the certification of CMF. A project writing handbook will be available on the OEOD website.

KENTUCKY CERTIFIED PUBLIC MANAGER PROGRAM

General Information

History and Accreditation

On December 4, 1985, Kentucky became an associate member in the National Certified Public Managers Consortium and introduced the Kentucky Career Manager Program. The National Certified Public Managers Consortium is an association of governmental organizations which recognizes that systematic training programs are essential in maintaining and improving the effectiveness and professionalism of government managers. The Kentucky Career Manager Program's goal was to provide a challenging, disciplined, current, and comprehensive training plan for managers and supervisors in Kentucky State Government. The Program's curriculum was designed and developed by Governmental Services Center at Kentucky State University to provide a professionally-oriented, accountable training program that combines management theories, systems, and skills that leads to certification upon completion.

In 1989, the Kentucky Career Manager Program was accredited by the National Certified Public Managers Consortium as the only official management development training program in the state of Kentucky to award the Certified Public Manager designation upon completion.

In 1994, the Kentucky Career Manager Program was renamed the Kentucky Certified Public Manager Program (KCPM). Currently, the Commonwealth of Kentucky is one of 24 states accredited to award the CPM designation as recognition for significant educational development and achievement by professional public managers.

KENTUCKY CERTIFIED PUBLIC MANAGER PROGRAM

In 2006, the Office for Employee and Organizational Development partnered with Kentucky State University in a redesign of the KCPM program. Kentucky State University's Public Administration program offered 6 online courses as part of the CPM program. When participants successfully complete these six courses, they will earn 18 undergraduate credit hours they can use to put toward a bachelor's degree.

Program Goals

1. Encourage high educational and professional standards in the field of public management.
2. Create state-of-the-art learning opportunities that enhance the knowledge and skills of current and future leaders in Kentucky state government.
3. Provide a management development program that is nationally recognized and regularly evaluated against the highest benchmarks.
4. Offer a forum for managers at all levels throughout Kentucky state government to discuss current opportunities, problems, and issues.
5. Develop an identifiable pool of knowledge, expertise, and talent in the form of well-trained, highly motivated, dedicated managers and potential managers.

KENTUCKY CERTIFIED PUBLIC MANAGER PROGRAM

Requirements

To meet accreditation, the Kentucky Certified Public Manager program requires the completion of the following:

1. Core Curriculum—271 hours of core curriculum instruction in the competency areas:

Personal and Organizational Integrity POI

Increasing awareness, building skills and modeling behaviors related to identifying potential ethical problems and conflicts of interest; appropriate workplace behavior; and legal and policy compliance.

Managing Work MW

Meeting organizational goals through effective planning, prioritizing, organizing and aligning human, financial, material and information resources. Empowers others by delegating clear job expectations; providing meaningful feedback and coaching; creating a motivational environment and measuring performance. Monitors workload; documents performance. Deals effectively with performance problems.

Leading People LP

Inspires others to positive action through a clear vision; promotes a diverse workforce. Encourages and facilitates cooperation, pride, trust and group identity; fosters commitment and team spirit. Articulates a vision, ideas and facts in a clear and organized way; effectively manages emotions and impulses.

Developing Self DS

Commitment to continuous learning, self-awareness and individual performance planning through feedback, study and analysis.

KENTUCKY CERTIFIED PUBLIC MANAGER PROGRAM

Systemic Integration SI

Approaching planning, decision-making and implementation from an enterprise perspective; understanding internal and external relationships that impact the organization.

Public Service Focus PSF

Delivering superior services to the public and internal and external recipients; includes customer/client identification, expectations, needs and the development/implementation of paradigms, processes and procedures that exude positive spirit and climate; demonstrates agency and personal commitment to quality service.

Change Leadership CL

Acts as a change agent; initiates and supports change within the organization by implementing strategies to help others adapt to changes in the work environment, including personal reactions to change, with emphasis on fostering creativity, innovation and being proactive.

2. Certification Examinations—Tests and quizzes are required for the KSU online classes. Candidates must score a passing grade to complete the course.

3. Applied Projects—An applied project will be required at the end of each online course through KSU. Through these projects candidates will apply the management and leadership concepts, principals, theories and techniques in the workplace for that particular course.

4. Electives—25 hours of approved activities such as professional development workshops, seminars, legislative hearings, etc.

5. Capstone—15 hours for the team project associated with the last KSU online course.

Registration Information

REGISTRATIONS

You need to contact your agency liaison to register for a workshop. If you do not know your liaison's name, check the OEOD web site at <http://personnel.ky.gov/oeod/register/liaisons.htm>.

The liaison will give you information about workshops and explain registration procedures. You may find the workshop schedule on the OEOD web site under Workshop Information. If you cannot locate an appropriate liaison for your agency, contact OEOD and we will provide the assistance you need.

CONFIRMATIONS

All participants receive confirmation of scheduled workshops by e-mail. Mark your calendar and notify your supervisor of the scheduled date.

CANCELLATION

It is important for all participants to notify OEOD at (502) 564-8170 as soon as possible if you are unable to attend a scheduled workshop. Early cancellation permits someone on the wait list the opportunity to attend in your place.

TRAINING LOCATIONS

Training conducted in Frankfort is usually held in the Julian Carroll Academic Services Building on the campus of Kentucky State University. Workshops are also conducted at state parks, universities, and other facilities in an effort to meet the needs of employees throughout the state. The letter you receive notifies you of the location of the workshop.

Registration Information

COSTS

In keeping with KRS 164.357, organizational units share the cost of training at OEOD on a pro-rata basis. A formula is used for each biennial budget cycle that determines the amount each agency pays. This is built into the budget of each agency in the Executive Cabinet and other state agencies that choose to participate on a pro-rata basis. If employees from any other state government agency, or any agency of a county, city or other political subdivision take classes at OEOD, the agency reimburses the state at a predetermined rate per day per employee.

CONTACT HOURS

OEOD awards contact hours for each of its workshops. The number of contact hours is included on the certificate received upon completion of the workshop. This catalog and the web site provide the contact hours for each workshop.

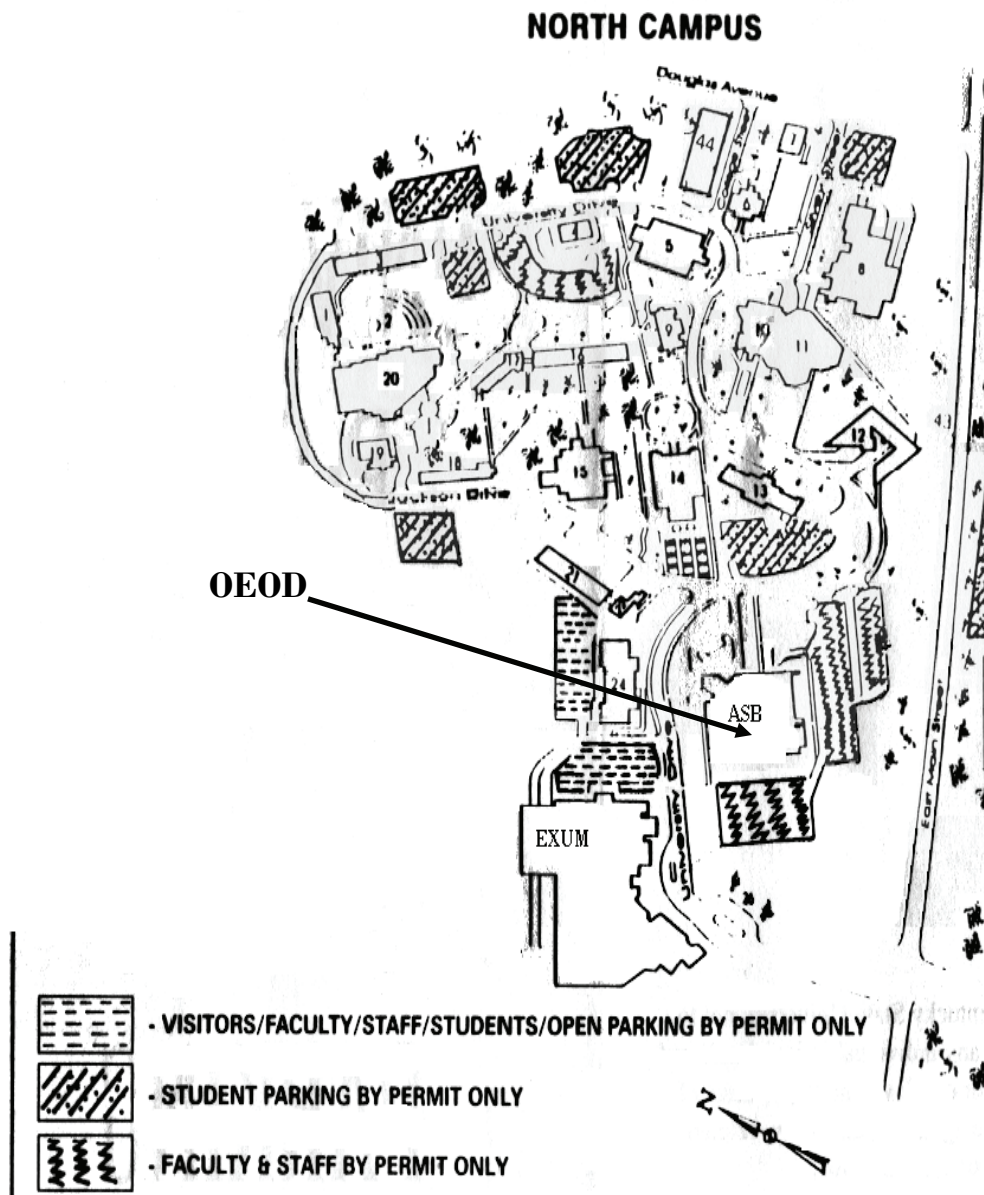
INCLEMENT WEATHER POLICY

OEOD classes will routinely be held as normal. Participants should use their discretion in attending. Participants may reschedule by contacting their liaison, however enrollment will be based on availability. If you have any questions, please contact OEOD at (502) 564-8170.

Location and Map

We are located at:

Office for Employee & Organizational Development
Personnel Cabinet
at Kentucky State University
400 East Main Street
4th Floor, Academic Services Building (ASB)
Frankfort, KY 40601
Phone: 502-564-8170
Fax: 502-564-7232



Directions

OEOB is located on the campus of Kentucky State University (KSU) on the 4th floor of the Julian Carroll Academic Services Building (ASB). Classrooms are located on the 5th floor.

WEST TO FRANKFORT:

(Coming from Lexington or Ashland)

Take I-64 West to exit 58 (Frankfort/Versailles). Turn right off of the exit ramp onto Versailles Rd. (Hwy. U.S. 60) and continue about 1 mile. Turn left at the second traffic light onto the East-West Connector (Hwy. 676) and continue about 2-3 miles. Turn right onto Martin Luther King, Jr. Blvd., and move to the left lane. KSU campus is straight through the traffic light.

EAST TO FRANKFORT:

(Coming from Louisville)

Take I-64 East to exit 53B (Lawrenceburg/Frankfort). Turn right off of the exit ramp onto U.S. 127 North. Proceed down to the right hand lane and turn right onto Highway 676. Turn left at the fourth light, which is Martin Luther King Jr. Blvd. Stay in the left lane and keep straight through the traffic light.

SOUTH TO FRANKFORT:

(Coming from Covington)

Take I-75 South to Lexington. Take I-64 West to exit 58 (Frankfort/Versailles). Turn right off of the exit ramp onto Versailles Rd. (Hwy. U.S. 60) and continue about 1 mile. Turn left at the second traffic light onto the East-West Connector (Hwy. 676) and continue about 2-3 miles. Turn right onto Martin Luther King, Jr. Blvd., and move to the left lane. KSU campus is straight through the traffic light.

Responsibilities for Training

While training is not the answer to all concerns, it is a catalyst for solving management and employee problems. To ensure success, each of the following roles must be accepted:

Liaisons

Liaisons are responsible for working with their organizations and OEOD and for scheduling participants for training.

Employees

Ultimately all employees at all levels retain an obligation for their own development and education. Employees are expected, and have the right, to advance their own careers through appropriate self-evaluation, self-education, and self-improvement. If you are interested in attending a workshop, contact your liaison for more information.

Managers

Managers at all levels have the responsibility for training and developing themselves and their employees. Therefore, each manager should plan for self-development in each employee's work goals. Such a plan might include on-the-job training, individual and group instruction by supervisors, formal training programs, and academic classes.

The Organization

Organizations are responsible for training and developing employees. Thus, each organization should plan, budget, and establish training programs and ensure participation. They should promote program assessments in order to identify specialized training needs and encourage the use of intra-organizational training programs when possible.



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